2012 UDOT RESEARCH PROBLEM STATEMENT

Problem Title: Understanding and Improving UDOT Business Dynamics   **No.:** 12.06-14

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UDOT Champion (suggested): Lori Dabling   **Group/Region/Division:** Project Management

1. Describe the problem to be addressed.

There is a lack of consistency in the decisions that are made and implemented by UDOT personnel on behalf of UDOT. Project Managers who work directly with contracts and contractual arrangements often negotiate without an understanding or recognition of similar arrangements that have been negotiated in the past or are currently in force. UDOT would benefit from a more rigorous infrastructure process for gathering and sharing lessons learned, terms and agreements, proven practices, etc. in the interest of improving costs and making decisions consistent with the way UDOT prefers to do business.

2. Describe why this research is important and how it is unique.

When UDOT has brought employees together from various departments/regions for training purposes, there is consistent evidence that the departments are not aware of what other departments/regions have negotiated or proven practices across the organization. Discussions in the classroom show that the employees would benefit from understanding others' terms and agreements. Likewise, UDOT projects and programs would benefit financially from the ability to improve the consistency of terms and leveraging proven practices across the various departments.

3. List the research objective(s) to be accomplished:

1. Understand the current business culture of UDOT and its departments to help understand the dynamic approach that is expected as employees make decisions on behalf of UDOT. The recommended Dynamics model is based on the work of Richard Schneider in "Reengineering Alternative"

2. Understand the existing infrastructure for storing and sharing Agreements, terms and conditions, proven practices, and internal FAQs

3. Discover how the employees of UDOT currently share data between departments

4. Recommend process infrastructure that will:

   a. Improve the availability of UDOT data that should/could be shared across departments

   b. Improve the consumption of UDOT data that should/could be shared across departments for the benefit of UDOT

   c. Support the selection of or modification of tools to support efficient and functional sharing of data between departments

4. List the major tasks to accomplish the research objective(s):

1. Interview UDOT executives to understand the cultural intent of decision making and agreement finalization

2. Interview UDOT department leaders to understand the cultural intent at the department level

3. Identify disparity of cultural intent

4. Identify the existing processes and methods of data resource sharing

5. Examine the options for improved data resource sharing based on the cultural intent of the organization(s)

6. Recommend process improvement (innovation) with the intent to improve the sharing of important data that can improve the operations and financial performance of UDOT

5. List the deliverable(s) to come to UDOT from this research study:

1. Cultural map as intended by leadership

2. Cultural map as practiced and understood in the organization

3. Roadmap to bring the Practiced Culture in line with the Intended Culture

4. Process Map for current data sharing processes, including participants, leaders, owners, and tools

5. Process Map for proposed data sharing processes, including participants, leaders, owners, and tools

6. Proposed plan to migrate the UDOT organization to the Intended Culture and the proposed/approved Process Map

6. Describe how the results of this study will be implemented at UDOT.

The answer to this question #6 is part of the deliverables of the research project listed in item 5 above.

7. Estimated cost - Total: $15,000   **UDOT Share:** $ **Matching Funds:** $

8. Outline the proposed schedule for this study, including estimated start date, duration, and major event dates.

Milestones:

June 1, 2012 - Begin initial interviews and organizational research
August 15, 2012 - Begin analysis of information and development of cultural and process maps
October 15, 2012 – Submit draft deliverables for UDOT review
November 15, 2012 – Present research data and propose implementation plan to UDOT senior leaders
January 1, 2012 – Deliverables received by UDOT